



National Commission on the Future of the Army
2530 Crystal Drive, Zachary Taylor Building, Suite 5000
Arlington, VA 22202

SUBJECT: National Commission on the Future of the Army (NCFA) Minutes from the Force Generation Sub-Committee Meeting

Date: 15 July 2015

Time: Meeting called to order at 0905 Hours

Location: 2530 Crystal Drive, Zachary Taylor Bldg. 5th Floor, Crystal City VA 22202

Format: NCFA Force Generation (FG) Subcommittee Meeting

Attendees:

Commissioner Larry R. Ellis, Force Generation Sub-Committee Chairman
Commissioner Robert F. Hale, Force Generation Sub-Committee Member
Commissioner Thomas R. Lamont, Force Generation Sub-Committee Member
Commissioner James D. Thurman, Force Generation Sub-Committee Member
Mr. Rickey Smith – NCFA Staff Director
Ms. Cherie Emerson – NCFA Staff, Force Generation Sub-Committee Co-Lead
LTC Tim Palmer – NCFA Staff, Force Generation Sub-Committee Co-Lead
COL Kelly Peters – NCFA Staff, Force Generation Sub-Committee
COL Kurt Weinand – NCFA Staff, Force Generation Sub-Committee
Mr. James Boatner – NCFA Staff
LTC Sean Spence – NCFA Staff
Mr. Andy Feickert – NCFA Staff
Mr. Sankar Bhattacharjee – NCFA Staff
CPT Sarah Moore – NCFA Staff
Ms. Deborah Gantt – Alternate Designated Federal Official (ADFO)

Meeting Summary

The meeting was called to order by the DFO at 0905. The subcommittee Chair, GEN (R) Ellis provided opening remarks and reviewed the agenda with the group. The sub-committee meeting was organized into two parts. Part I was attended by Force Generation (FG) sub-committee members only and focused on the subcommittees Research Plan and efforts to date. Part II included invited guests from Army Materiel Command (AMC) and Army G-4.

Part I. The subcommittee meeting began with a discussion of the Research Plan and the range of options available to comply with the NDAA language. The conversation transitioned to the current end strength and proposed reductions. The group contemplated “What can the Army do to sustain meeting demands if current demand levels remain the same?” A sub-committee member stated the staff has initiated RFIs on demands and capabilities dwell ratios to address that question and consider associated risks.

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Current training requirements and standards were also noted as areas to assess. The advantages and disadvantages of mandatory training; length of time to mobilize reservists and determining the right number of days (39 days vice 42 days) will be considered. The FG sub-committee will recommend that the Institutional Sub-committee review one Army training school system vs. two (AC & RC) for consolidation and cost savings.

The Chair and commissioners also are considering the future structure of the Army and policies of RC usage. If the Army transitions to a total force, what are the benefits vice the costs of change (necessary resources)? How are we sustaining readiness? The FG sub-committee is also awaiting data from RAND for an updated study on use of reservists to support Army efforts.

A discussion ensued regarding the spectrum of readiness to consider when assessing the future of the Army. Is a total force mix of AC and RC a viable concept for the subcommittee to consider? How do we pay for a readiness or tiered readiness construct? What are possible near & long term implications of a total force?

Manning reserve and active personnel as a total force in existing legacy HR systems will be cumbersome. As a result, it was mentioned that the Integrated Personnel and Pay System - Application (IPPS-A) is a possible solution to streamline HR functions for active and reserve components. The NCFA will invite IPPS-A representatives to attend a NCFA public hearing in August.

The group agreed that focusing on the following six specific issues will provide commissioners evidence to generate proposals:

- 1) AC/RC Integration, including whether promotion to Brigadier General and Sergeant Major should require a tour within another Army component?
- 2) Mandatory training days and how many hours are truly needed for mandatory requirements?
- 3) Does the current Army and DOD funding plan and investment strategy support expansibility of the Army in the future?¹
- 4) Should the 2007 SECDEF Memo addressing rotation rates and length of mobilization be changed?
- 5) Should Global Force Management include reserve component programs / activities (i.e. State Partnership Programs, Overseas Duty Training) in support of Theater Security Cooperation requirements to establish a single demand and sourcing approach?
- 6) Does Army funding and investment for existing Mobilization Force Generation Installations provide sufficient benefit for platform viability?

Part II. The subcommittee members were joined by: Mr. Edward Agee, AMC and Mr. Greg Singleton, AMC Liaison Officer. From HQDA G-4 were: Mr. Paulus Hay; Mr. Robert Grundy and CW4 Clark. AMC is designated as the Logistic Materiel Integrator (LMI) for the Army.

¹ Expansibility is defined as the ability to build new units.

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AMC stated that the Army (AC and RC) on hand equipment is at a good percentage. The current retrograde from Afghanistan has resulted in finding unaccounted equipment that is not documented in the Army inventory. The subcommittee discussed improvements for equipment accountability and the need for policy dictating property accountability by leadership. Current retrograde funding is via OCO; however, the Army should relook how equipment is funded for reset in the future.

The subcommittee had a lengthy discussion on the POM and Acquisition process. AMC is tasked with equipping new Combatant Commands' Activities Sets (Europe and Korea). It was noted that it's difficult to fund personnel and equipment based on unforeseen and unpredictable requirements. In many instances, funding for the Army is led by manpower and not modernization of equipment.

The subcommittee meeting was adjourned at 1210hrs.